Is On-Line Leadership Training Effective?

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Why evaluate online training?

We are going to challenge all of our assumptions about when, where, and how we train our professionals - and where there are advantages in change, we will change.
   ADM Vern Clark, CNO

The Navy mandated that all 2004 Chief Petty Officer selectees take the Ninth House Situational Leadership II online leadership training course

- ✓ Do participants learn, adjust their behavior and improve job performance?
- ✓ What is the effect of being exposed to other leadership training?
- ✓ Are there cost savings for on-line courses?
- ✓ At what point in a sailor's career should the courses be offered?
- ✓ How can future training evaluations be improved?

Executive Summary

- CPOs generally liked the course and found it useful to their work

- CPOs learned the course material

- E3s and above learn the material at a much higher level than lower
  paygrades

- CPOs did not appear to inflate their self-ratings

- They applied the acquired leadership skills to the job

- SLII behavioral assessment did not always measure intended leadership style

- Groups benefited equally across gender race, years of education, rate of promotion, ASVAB verbal, and rating (AV, IT, SE)

- CPOs stated that they improved in leadership areas—some general, some specific.

- Aviation and Information Technology ratings improved in some examples of field activities

- Situational Leadership cost the same or less in a dollar-for-dollar comparison to traditional brick and mortar courses

Methodology:The Value of Participation

Learning pre-test

Transfer to job

Learning post-test

Ninth House SLII Course

3-month wait

360 Assessment

Transfer to job

Retrospective Survey

Performance
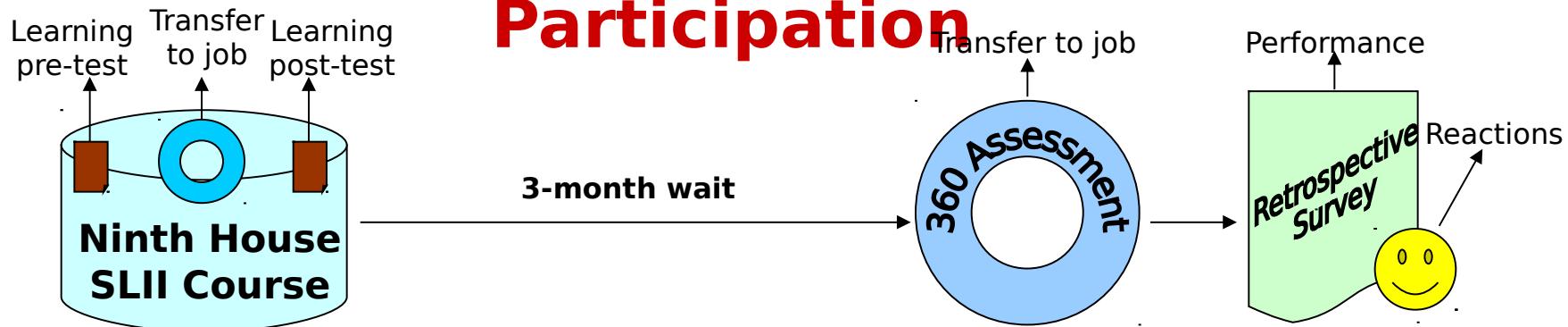
Reactions

Reactions – Satisfaction with training material

Learning – Acquisition of knowledge and skills

Transfer to the job – Applying the learning to the job

Performance – Impact of training on job outcomes

➢ **Data Collection and Methodology**

1. Learning Pre-test/Post-test
2. Multi-rater behavior assessment before and after training
3. Survey participants on performance improvement since training
4. Focus Groups

➢ **Focused sample on Chief Petty Officers**

- Mandatory participation in an online leadership training course

- Special emphasis on Aviation and Information Technology

Participants

Population: Fiscal Year 2004 CPO selectees

| Assessment	# of Participants
Learning	3,968
Behavior Self-Assessment Baseline	4,106
Behavior Self-Assessment Follow-up	409
Behavior Assessment by Others Baseline	3,745
Behavior Assessment by Others Follow-up	351
Improvement and Individual Characteristics	1,203

CPOs liked the SLII course
(Satisfaction with On-Line Situational Leadership Training)

Average
Satisfaction

3.66

Category	Value
Engagement with course	3.86
Ease of use	3.72
Satisfaction with web-based interface	3.71
Satisfaction with course	3.64
Lack of technical difficulties	3.37

1
Strongly
Disagree

2
Disagree

3
Neither Agree
nor Disagree

4
Agree

5
Strongly Agree
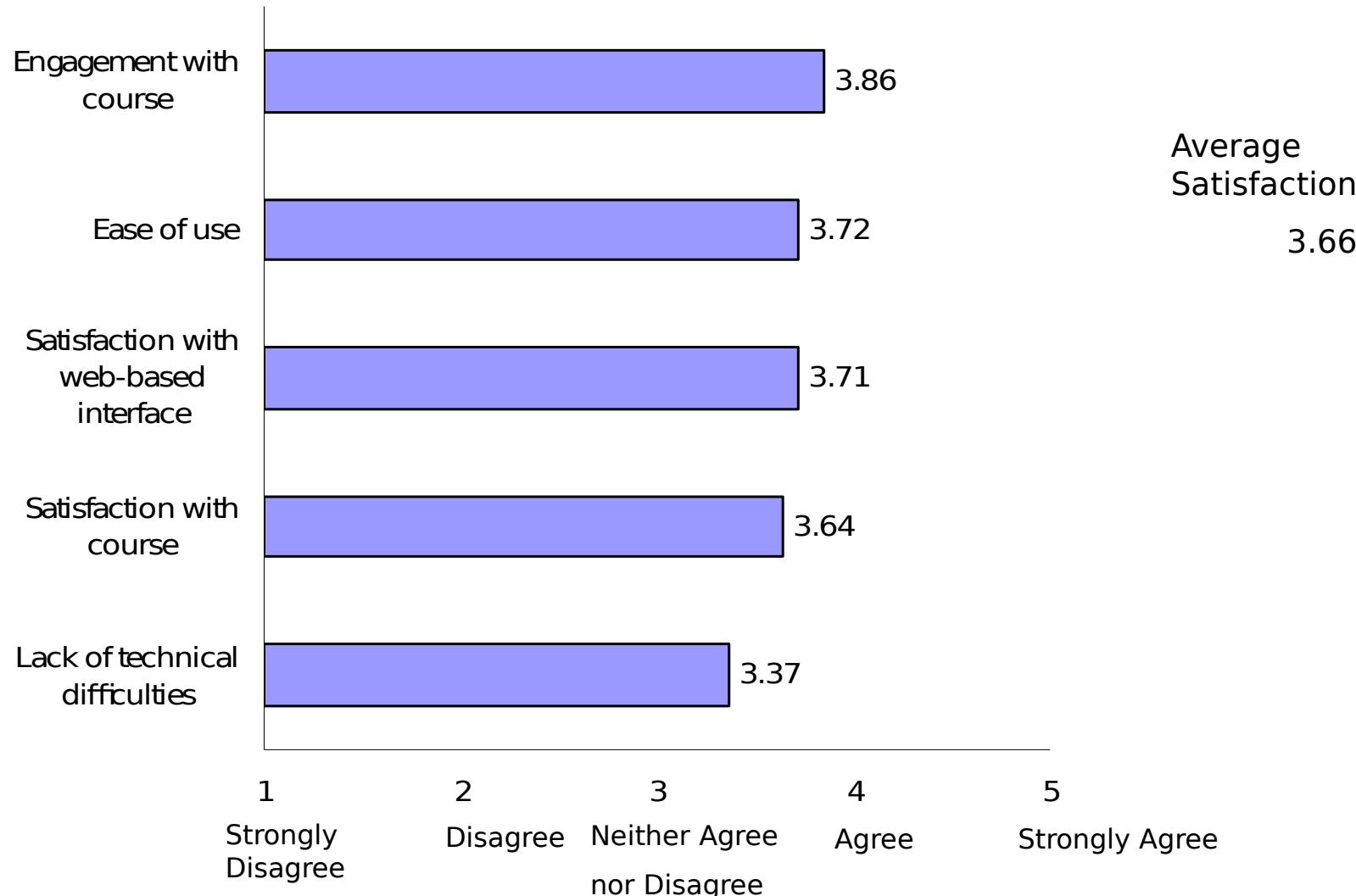
CPOs learned the course material
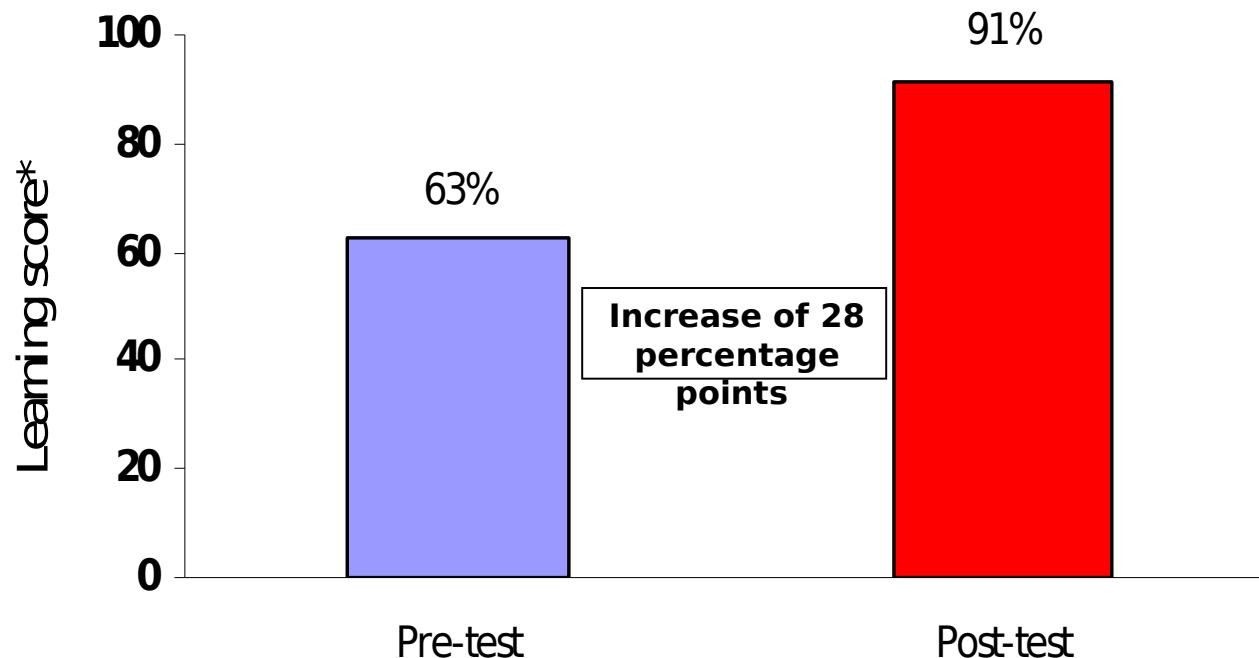
* Percent improvement in score on a test measuring their ability to select the correct behavioral response.

Changes were statistically significant at p < .05.

E-3s and above learned the material
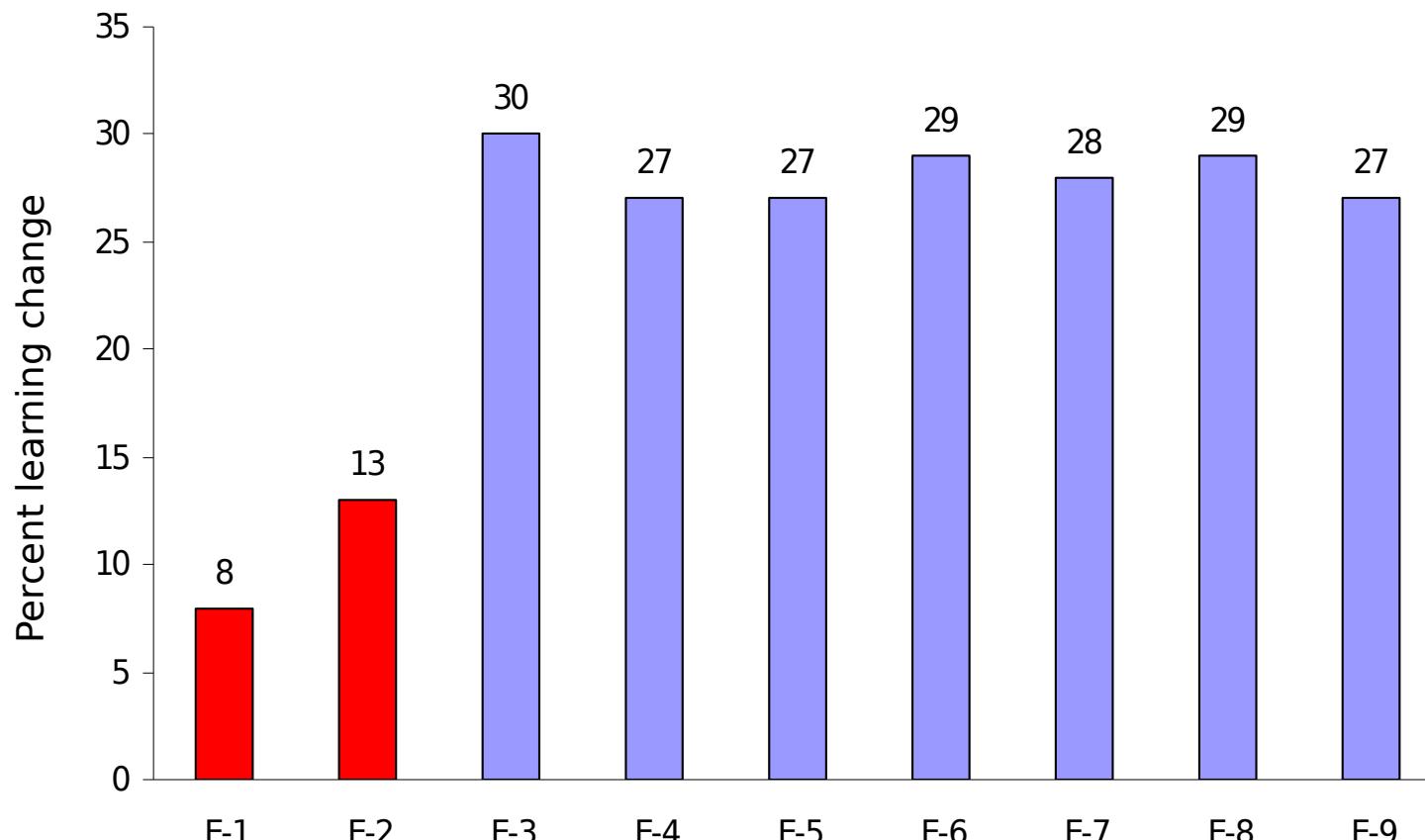
CPO focus group participants agreed that SLII should be offered much earlier in a sailor's career – right as they begin to lead people

Difference between E1/E2 and all the rest was statistically significant at p < .05.

Participants had small but significant behavior improvements
(based on self-ratings)

According to the data, trainees did not inflate their self-assessments
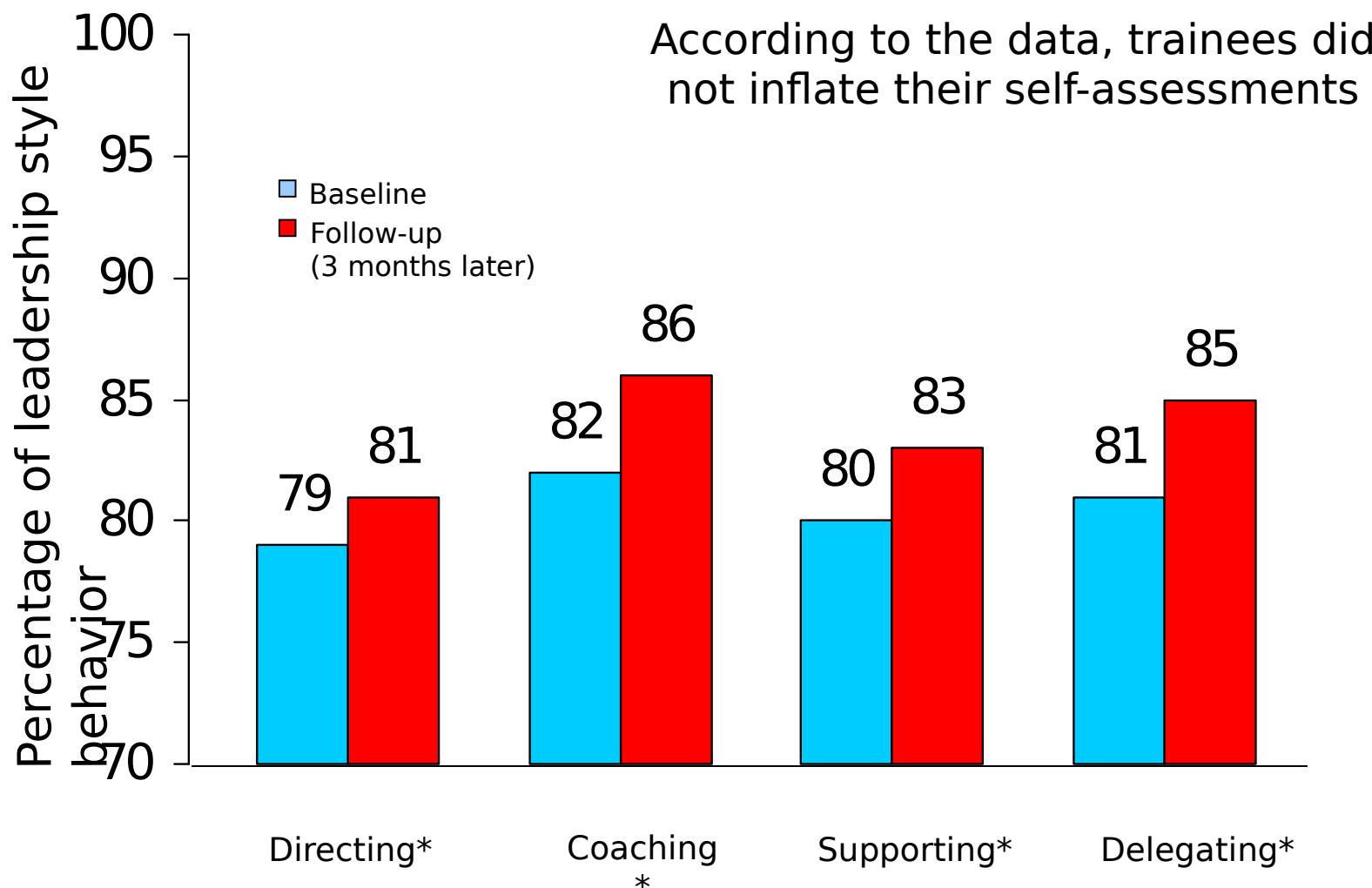
Statistically significant at p < .05.

Others Observed More of the Appropriate Behaviors in Supporting & Delegating

Percentage of Leadership Style Behavior

- Baseline
- Follow-up (3 months later)

	Baseline	Follow-up
Directing	82.6	83.1
Coaching	83.8	84.7
Supporting *	83.3	84.4
Delegating *	82.8	84.0
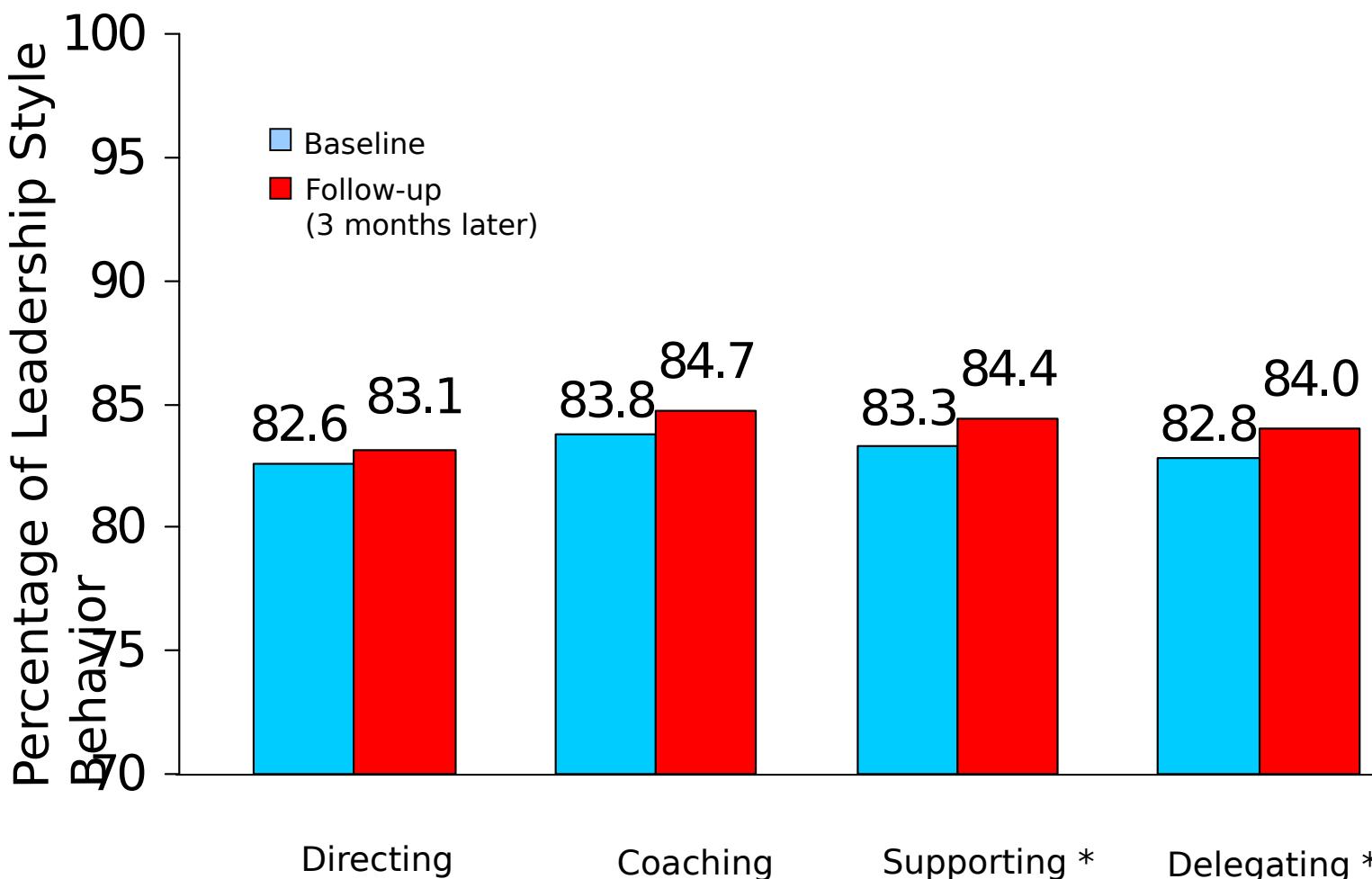
*Statistically significant at p < .05.

Participants showed moderate improvement in the leadership areas resulting from the training

Leadership Area	Score
Communicating with supervisors, peers, or subordinates	3.20
Guiding, directing, and motivating subordinates	3.15
Organizing, planning, and prioritizing work	3.05
Training and teaching others	3.01
Judging the qualities of objects, services, or people	2.96
Scheduling work and activities	2.96
Developing objectives and strategies	2.95
Coordinating the work and activities of others	2.83

1	2	3	4	5
No improvement improvement	Slight improvement	Moderate improvement	Much improvement	Major

Aviation and IT participants indicated time savings resulting from SL II

Chart: Percentage Who Indicated Time Savings

- Coordination of space preps: 65
- Preventive maintenance: 60
- Aircraft downtime: 55
- Phase inspection: 53
- AMRR planning: 50
- Watertight doors: 47
- IT CASREP severity: 38
- IT CASREP frequency: 33

X-axis: 0, 20, 40, 60, 80, 100

Percentage Who Indicated Time Savings
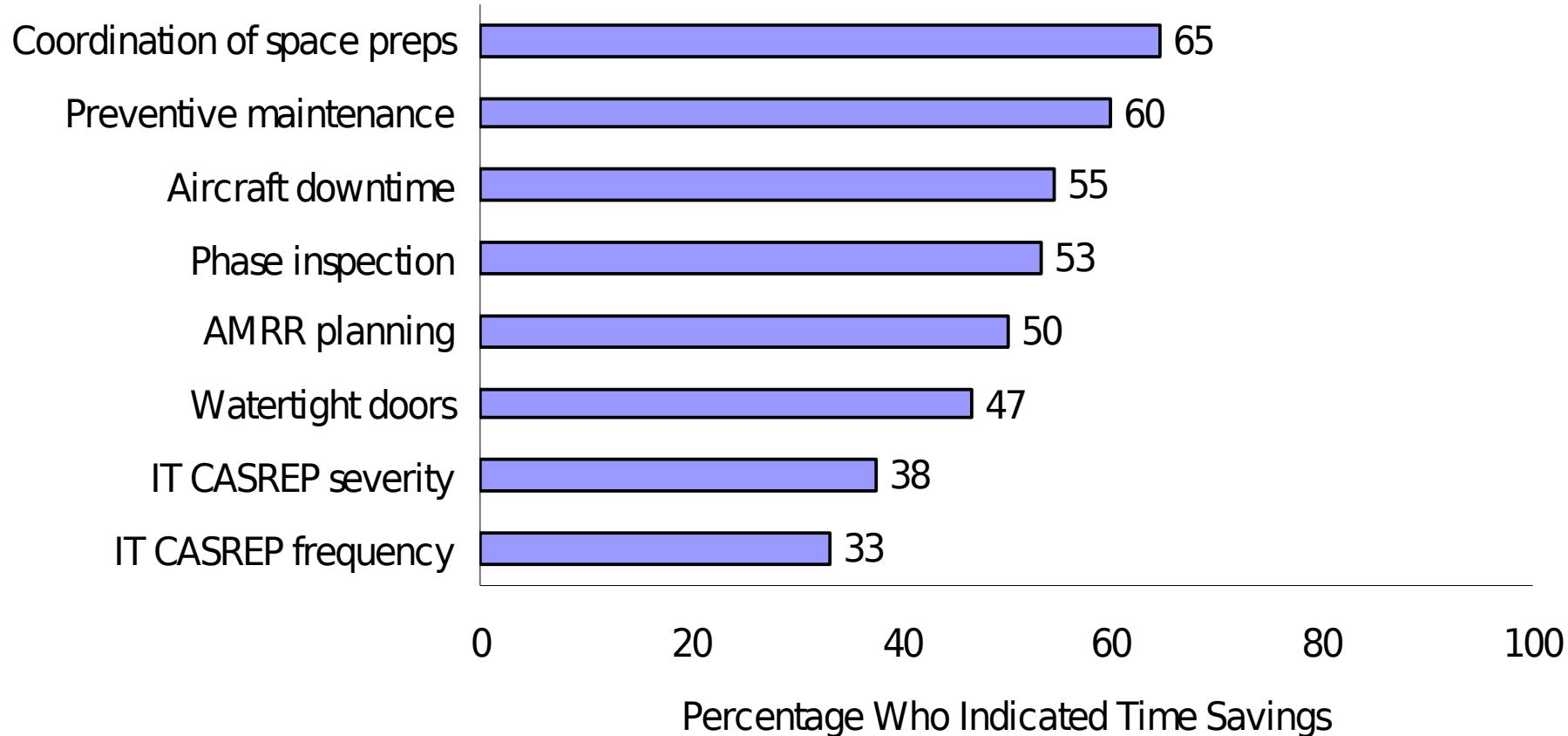
Recommendations

- Continue to use Ninth House Situational Leadership II Course for training Navy leadership

- Promote full participation starting at the E3 paygrade

- Supplement the First Line Leadership Development Program (FLLDP) course

- Improve behavioral assessment to better measure effective situational leadership behavior and to assist in providing appropriate feedback